

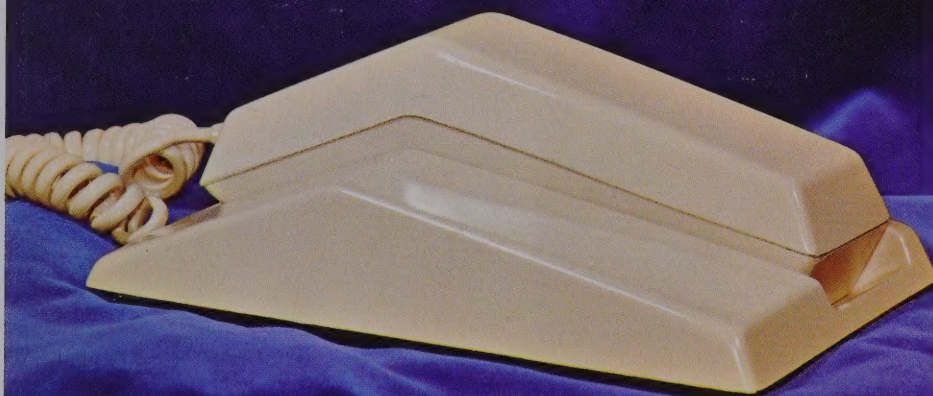
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Lee

Northern Electric
COMPANY LIMITED



Annual Report 1967



Northern Electric
COMPANY LIMITED



1600 Dorchester Boulevard West, Montreal

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Si vous désirez une version française de ce rapport, veuillez en faire la demande au service des relations publiques de la Compagnie Northern Electric, Limitée, case postale 6123, Montréal, Qué.

Cover—The new CONTEMPRA* telephone set is an original Canadian design. Being market tested in 1968, it features a dial in handset.

*Trademark of Northern Electric.

Consolidated Results in Brief

	1967	1966
Sales	\$403,293,566	\$400,216,739
Net Earnings	2,711,209	9,603,482
Net Earnings per Share	1.85	8.63
Dividends	9,506,250	7,231,250
Dividends per Share	6.50	6.50
Capital Expenditures	20,393,877	23,019,769
Working Capital	119,274,979	118,638,636
Employees (31 December)	22,557	23,864

Northern Electric Company, Limited

Directors

G. Maxwell Bell
Chairman of the Board
F.P. Publications Ltd.

Paul Bienvenu
President
Catelli Food Products Limited

Georges L. Demers, Q.C.
President
Sterling Securities Corporation

Arnold J. Groleau
Executive Vice-President
Bell Canada

*R. Holley Keefler, C.B.E., D.S.O.

Herbert H. Lank
Chairman of the Board
Du Pont of Canada Limited

*Alexander G. Lester
Executive Vice-President
Bell Canada

*Vernon O. Marquez

J. Angus Ogilvy, Q.C.
Senior Partner—Cate, Ogilvy, Bishop,
Cope, Porteous & Hansard

*Cyril A. Peachey

*Gérard Plourde
President
U.A.P. Inc.

Robert C. Scrivener
Executive Vice-President
Bell Canada

*Marcel Vincent
President
Bell Canada

Edward C. Wood
Chairman of the Board
Sogemines Limited

Officers

Chairman of the Board
R. Holley Keefler, C.B.E., D.S.O.

President
Vernon O. Marquez

Executive Vice-Presidents
Jack G. Little, Operations
Cyril A. Peachey, Planning

Vice-Presidents
Wilfred D. E. Anderson, Research and
Development
Gaston R. Boyer, Comptroller
Fraser F. Fulton, O.B.E., Administration
John R. Houghton, Corporate Development
J. Bruce Hutchinson, Montreal Manufacturing
W. Ritchie Johnston, Marketing Service
Andrew C. Kovats, International Operations
Norman H. Martin, M.B.E., Treasurer
Raymond C. Smythe, Quebec Manufacturing
C. Beverly Woodley, Ontario Manufacturing

Secretary
John G. Harper

*Members of the Executive Committee

Note: C. A. Peachey resigned as an officer and director
on 31 December 1967 pending his retirement from the
Company.

J. G. Little was elected a director on 1 February 1968.

**Report of the Directors
to the Shareholders for
the Fifty-fourth Year of
Operations Ended
31 December 1967**

Results

The consolidated sales for 1967 amounted to \$403,293,566 compared to \$400,216,739 for 1966. In March Bell Canada introduced their present policy of direct procurement of products of a type not manufactured by Northern. In order to place the 1966 sales on a comparable basis with 1967 sales, a downward revision of \$13,084,769 would be required to the 1966 total.

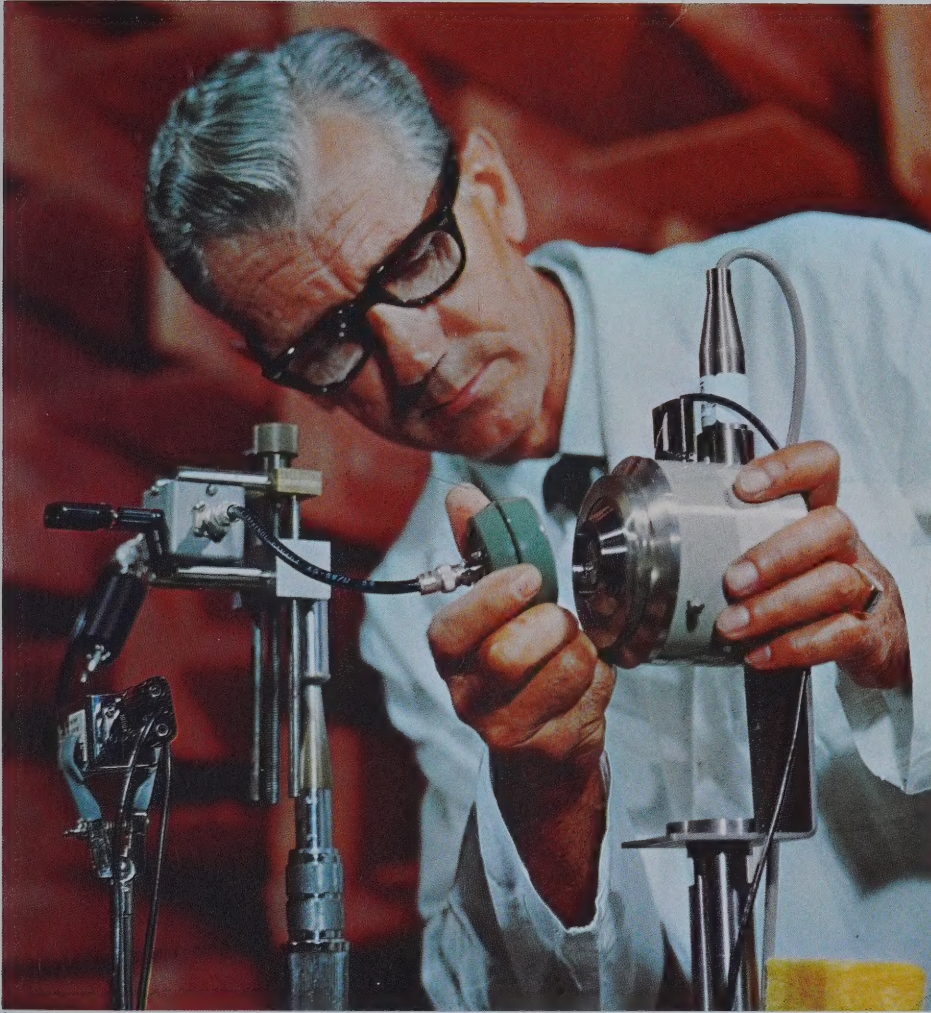
A number of unfavourable factors contributed to unsatisfactory earnings in 1967: \$2,711,209 compared to \$9,603,482 in 1966. Among the major causes was the first large scale strike in the Company's history, during which 10,500 employees in Montreal, representing almost fifty per cent of the total employees of the Company, were absent from work for six weeks. As the Shearer Street Works in Montreal, which was out on strike, is a supplier of components to the Bramalea Switching Works, the latter eventually had to be shut down also for some weeks. New contracts extending over three years and embodying substantial wage increases in keeping with those generally negotiated in Canada in 1967 were eventually signed.

In the Company's annual report for the year 1966, it was stated that there had been "a substantial increase in manufacturing production and a build-up of capacity to meet the even heavier volume of products to be delivered in 1967". The demand for most of the products for which capacity had been increased was in fact high enough to employ the new facilities. However, a marked falling off in demand for certain other types of product reduced some factory operations to a level as low as fifty-five per cent of capacity.

Most of the fall off from forecast was for manufactured products of low technological complexity with short production periods which had been expected to make a substantial contribution to 1967 revenues. In contrast, the demand for highly complex switching systems, requiring substantially longer manufacturing intervals, and making a relatively smaller contribution to 1967 revenues, remained high.

Every effort was made during the year to adjust to the modified forecasts of demand for the immediate future. The work force was reduced by more than ten per cent from an all time peak of 25,300 reached in early May. At the same time, continued rapid change in technology required research and development to be pressed forward.

The authorized capital of the Company was increased during the year to 2,250,000 shares for an aggregate value of \$175,000,000. 200,000 shares at \$100 per share were issued during the year in order to pay for essential capital expenditures to which the Company was already committed.



Research and Development

A new branch laboratory, authorized during 1966 and associated with the Bramalea Works, was nearing completion at the end of the year. Branch laboratories were established in existing space at Lachine and Belleville Works.

The Ottawa laboratories carried out an intensive study for the Department of Transport on the use of satellites in Canada. In addition, an experimental satellite ground station was developed for Bell Canada suitable for use in the Arctic. This experimental ground station, now being constructed at Bouchette, 70 miles north of Ottawa, will be operating on a test basis by mid-1968.

Work continued on the Laboratories' most ambitious project, the development of a Canadian designed electronic switching system. Designs for electro-mechanical switching systems for domestic and export applications were developed at the Bramalea branch laboratories.

New automatic protection switching and supervisory control systems were developed to complement the RA-1 heavy route microwave system designed earlier by the Laboratories.



1. Development of a new telephone microphone is underway at the Laboratories in Ottawa. This microphone, known as the electret transducer, is undergoing tests in an anechoic chamber.

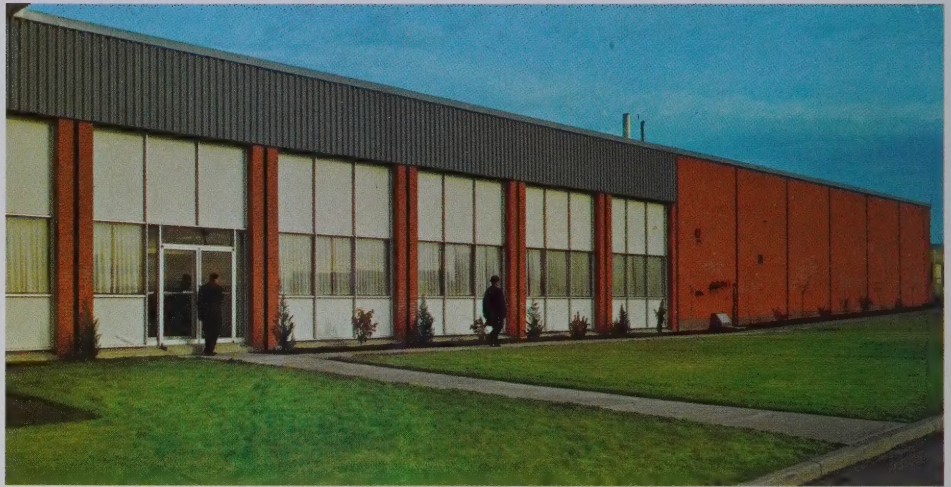
2. Telesis, a new technical journal, was launched in 1967. Published twice yearly, it is of particular interest to engineers and scientists. Cover of the first issue featured a resonant-type cavity filter used on a high power satellite-tracking antenna coupler.

Engineering and Manufacturing

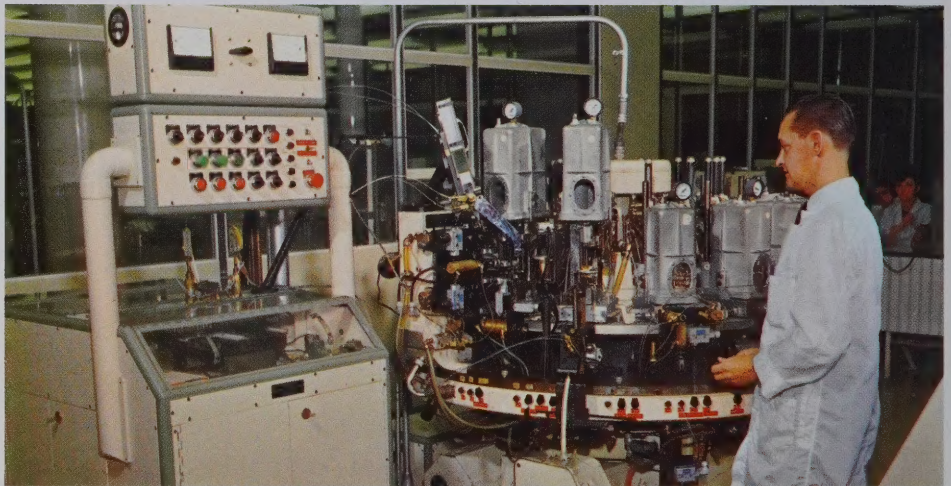
Two new automatic assembly machines for the dry-reed switch used in electronic switching systems were designed and built at the Shearer Street Works. These machines incorporate many unique engineering features and will replace eleven of the older manual machines.

A new strander cabler was developed and installed at Lachine Works. As demand increases in the future, this machine will make a major contribution to the economy and quality of production of telephone cable. The Calgary Cable Plant was put into operation early in the year and is now producing building wires and a limited range of telephone wires and cables. This plant will be heavily loaded in 1968 producing considerable quantities of telephone cable for the telephone systems in the Western provinces.

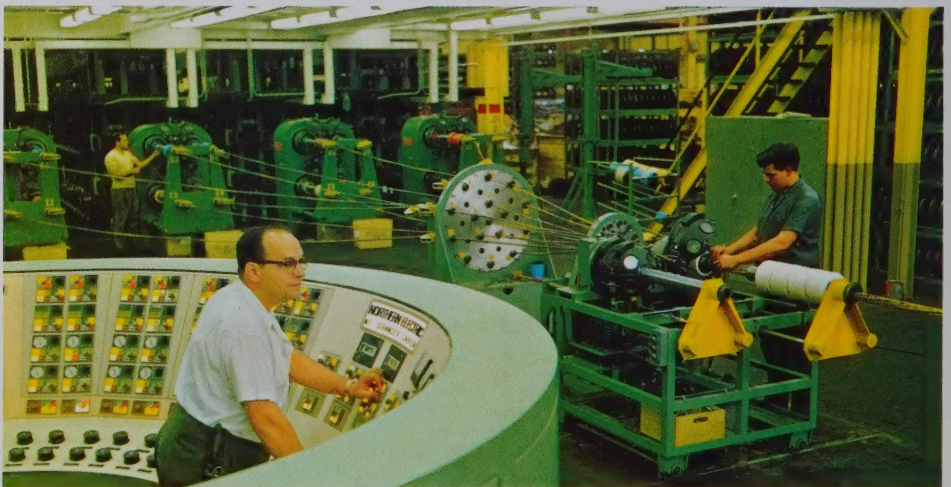
Increasing attention was paid to quality improvement in 1967 and special engineering groups were organized to provide a more scientific approach to the maintenance and improvement of quality of the Company's manufactured products.



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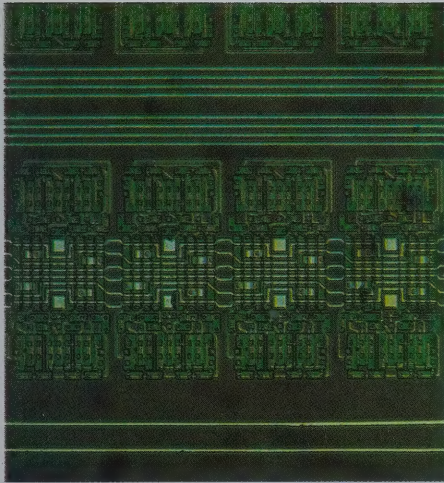


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1. The new Calgary cable plant.

2. One of two new automatic machines used to assemble dry-reed switches. They were designed and built at the Montreal Works.

3. Developed and installed at the Lachine Works, this highly automated machine efficiently combines two operations, stranding and cabling, into one.



New Products

The CONTEMPRA* telephone set was developed, representing the Company's first major contribution to design in this field. This new instrument will be placed on field trial during the early part of 1968.

Responding to the need for a modern, compact, common control switching system incorporating service features up to now available only in larger exchanges, the Company developed the SF-1 Crossbar System. This switching system, using the Company designed MINIBAR* switch, will provide economical operation in the range of 250-3,500 lines.

1. Photomicrograph of a logic element—part of large scale integrated (LSI) circuit. Large scale integration manufacturing techniques are quite advanced and are finding widespread application in the communications industry.

2. Versatile CONTEMPRA* telephone set can be wall-mounted or installed on a table or a desk.

*Trademark of Northern Electric.

3. The SF-1 small crossbar switching system designed to serve the needs of domestic and foreign markets.

Marketing

Although the trend of Company pricing over many years has been downward, it was found necessary to introduce some price increases late in 1967 to compensate for rapidly increasing unit costs in labour and materials.

The new Eastern Service Centre at Montreal North was brought into operation in 1967. It includes the most modern concepts and innovations in materials and paper handling techniques.



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1. The new Eastern Service Centre in Montreal North houses apparatus and equipment repair operations and large warehouse facilities.

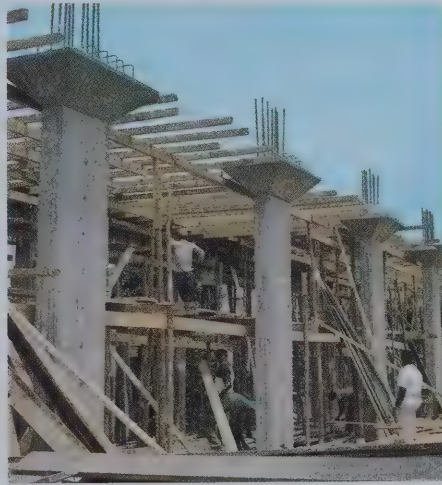
2. One of nine stacker cranes at the Eastern Service Centre. Each can store material 28 feet above the floor.



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Subsidiaries

A subsidiary company, Northern Electric Telekomünikasyon A.Ş., was established in conjunction with the Post, Telegraph and Telephone Administration of the Republic of Turkey, and a factory being built near Istanbul will be producing early in 1968.

Norel Realities Limited, an inactive subsidiary, surrendered its charter. Winding up the business of Dominion Sound Equipments Limited is being completed and its charter will then be surrendered.

International Operations

The Company's operations in international markets showed substantial growth during the year. Sales reached \$16,000,000 while new orders obtained were in excess of \$57,000,000 and include ninety-four modern switching offices.

One of the larger projects is to supply a substantial part of the hardware needed by the NATO organization in Europe for Ground - to - Ground and Ground - to - Air military communications systems.

Deliveries or installations of various types of products were made in Turkey, Greece, Nigeria, Kenya, the Caribbean and the United States.

1. Northern Electric Telekomünikasyon A.Ş. factory under construction near Istanbul, Turkey.

2. Hellenic Telecommunications Organization (OTE) central office exchange in Athens, Greece, where Northern Electric crossbar switching equipment is being installed.

3. In Lagos, Nigeria, Northern Electric provides building and equipment for a 7,000-line central office.

Prospects

While the economic outlook for 1968 is more uncertain than usual, it is expected that sales volume will be higher than in 1967. The vigorous steps taken during the past twelve months to improve productivity and to control inventories and expense are being continued into 1968, and earnings more in keeping with sales volume should be the result.

Orders on hand at 31 December 1967 were \$178,222,000, compared with \$168,363,000 at the end of the previous year.



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1. The proposed experimental satellite earth station at Bouchette, Quebec. The station was designed by aerospace communications' engineers at the Laboratories and is now under construction.



1

Directors and Officers

R. D. Harkness and F. Johnson retired from the Board of Directors in accordance with the retirement rule for Directors. The resulting vacancies were filled by election to the Board of G. M. Bell of Calgary and G. L. Demers of Quebec City.

Vacancies resulting from the increase in the number of Directors authorized on 3 November 1966 were filled on 2 February 1967 by the election to the Board of Arnold J. Groleau and Robert C. Scrivener.

J. G. Little was appointed Executive Vice-President, Operations and was succeeded as Vice-President, Ontario Manufacturing by C. B. Woodley, who returned to the Company after serving as a Vice-President of Bell Canada.

C. A. Peachey, Executive Vice-President, Planning was granted leave of absence while on loan to Canadian Executive Service Overseas, pending his retirement as a Director and Officer at the end of 1967.

As a result of a rearrangement of responsibilities made in the latter part of the year, J. R. Houghton was appointed Vice-President, Corporate Development and J. B. Hutchinson was appointed Vice-President, Montreal Manufacturing.

V. O. Marquez was appointed President, succeeding R. H. Keefler, who was re-elected Chairman of the Board, having served as President since 1961 and Chairman since 1963.

1. The President, V. O. Marquez, standing, and Chairman of the Board, R. Holley Keefler.

Employees

Total employment costs were \$157,097,056 for the year. Included in this total are the following supplementary employee benefits:

Payments to Pension Trust Fund.....	\$5,453,608
Payments to Government Pension Plans.....	1,811,459
Sickness and Accident Benefits.....	1,485,452
Death Benefits.....	405,387
Disability Pensions.....	35,390

Service pensions are paid out of the Pension Trust Fund established with the Montreal Trust Company as trustee, set up and maintained to provide for current and future service pensions. The fund is irrevocably committed to service pension purposes. Under an accrual programme based on actuarial studies, regular payments are made to the fund by the Company. The fund is not a part of the assets of the Company and is not reflected in the Balance Sheet.

As of 31 December 1967, there were 983 former employees on pension.

1967 has been a challenging year for the Company. Significant improvements in performance now becoming apparent are the result of concerted efforts by Company employees. Your directors would like to record their appreciation of these efforts.

For the Directors,

Chairman.

21 February 1968.



1. Barbados Telephone Co. Ltd. technicians and engineers are some of the many telephone people from around the world who came to Canada for training.

Northern Electric Company, Limited

Consolidated Statement of Earnings

For the Year Ended
31 December 1967
(With Comparative Figures for the Year Ended
31 December 1966)

1967

1966

Sales	\$403,293,566	\$400,216,739
Cost of Sales including selling, general administrative expense and transfer in 1967 to Accumulated Provisions of \$405,000	373,962,750	364,597,042
Earnings from Operations before deducting Research and Development Expense *	29,330,816	35,619,697
Research and Development Expense (Note 1)	23,803,447	22,632,312
	5,527,369	12,987,385
Income from Investments	117,251	254,203
	5,644,620	13,241,588
Interest Charges		
Mortgage Bonds and Debentures	2,648,455	2,478,936
Miscellaneous	300,435	223,170
	2,948,890	2,702,106
Earnings before Income Taxes	2,695,730	10,539,482
Provision for Income Taxes (Note 2)	—	936,000
Net Earnings including Minority Interest	2,695,730	9,603,482
Minority Interest in Net Loss of Subsidiary Company	15,479	—
Net Earnings for the Year	\$ 2,711,209	\$ 9,603,482
*After deducting the following		
Depreciation on Plant and Equipment	\$ 8,630,800	\$ 7,921,900
Remuneration paid to Directors, including salaries to Directors who are also Company Officers	265,780	231,567

The notes attached to the Financial Statements are an integral part thereof.

Consolidated Balance Sheet

as at 31 December 1967

(With Comparative Figures as at 31 December 1966)

Assets	1967	1966
Current		
Cash	\$ 925,491	\$ 398,236
Marketable Securities (Note 3)	60,750	60,750
Accounts Receivable		
Affiliated Companies	19,558,300	23,255,709
Other	31,271,230	26,485,947
Property held for sale, under lease-back arrangements, at cost	—	5,209,927
Inventories (Note 4)	100,539,655	110,154,493
Prepaid Expense	801,871	611,171
	153,157,297	166,176,233
Investment in Shares of Associated Company (at cost)	290,000	355,000
Plant and Equipment (at cost)		
Land and Buildings	45,899,041	43,659,343
Machinery and Equipment	139,398,807	123,529,441
	185,297,848	167,188,784
Less:		
Accumulated Depreciation	100,741,803	93,906,235
	84,556,045	73,282,549
Total Assets	\$238,003,342	\$239,813,782

The notes attached to the Financial Statements are an integral part thereof.

Approved on behalf of the Board

V. O. Marquez, Director

Edward C. Wood, Director

Northern Electric Company, Limited

(Incorporated in 1914 under the Canada Corporations Act)

Liabilities	1967	1966
Current		
Due to Banks	\$ 1,327,146	\$ 1,087,907
Notes Payable	290,000	4,530,000
Accounts Payable and Accrued Liabilities		
Affiliated Companies	152,812	235,191
Other	27,467,031	34,997,513
Taxes Payable	3,005,329	2,474,986
Sinking Fund Deposits due within one year (Note 5)	1,640,000	4,212,000
	33,882,318	47,537,597
Long-term Debt (Note 5)	45,000,000	47,000,000
Deferred Credit —Taxes Applicable to Future Years	13,545,781	13,877,045
Accumulated Provisions (Note 6)	5,744,000	5,339,000
Minority Interest in Subsidiary Company	842,177	—
	99,014,276	113,753,642
Shareholders' Equity (Note 7)		
Capital Stock (Note 8)		
Authorized— 2,250,000 shares of no par value (1,500,000 shares of no par value—1966)		
Issued— 1,462,500 shares (1,262,500 shares—1966)	78,975,000	58,975,000
Retained Earnings	56,114,066	63,185,140
Contingency Reserve	3,900,000	3,900,000
	138,989,066	126,060,140
Total Liabilities and Shareholders' Equity	\$238,003,342	\$239,813,782

G. R. Boyer, C.A., Vice-President and Comptroller

Submitted with our report dated 9 February 1968.

Touche, Ross, Bailey and Smart, Chartered Accountants

Northern Electric Company, Limited

Consolidated Statement of Retained Earnings

For the Year Ended
31 December 1967

(With Comparative Figures for the Year Ended
31 December 1966)

1967

1966

Balance at beginning of Year	\$63,185,140	\$60,659,918
Add:		
Net Earnings for the Year	2,711,209	9,603,482
Discount on purchase of Sinking Fund Debentures	240,445	55,000
Profit on disposal of land	—	247,990
	66,136,794	70,566,390
Deduct:		
Dividends paid	9,506,250	7,231,250
Commission on sale of 6¼% Sinking Fund Debentures, 1966 Series	—	150,000
Adjustment of prior years' income taxes	516,478	—
	10,022,728	7,381,250
Balance at end of Year	\$56,114,066	\$63,185,140

Consolidated Statement of Source and Application of Funds

For the Year Ended
31 December 1967

(With Comparative Figures for the Year Ended
31 December 1966)

1967

1966

Source of Funds

Total Sales	\$403,293,566	\$400,216,739
Less: Expenses requiring Funds	391,395,136	381,391,657
Income Taxes	—	936,000
Net Flow from Operations	11,898,430	17,889,082
Deferred Credit for Taxes	—	1,615,000
Increase in Long-term Debt	—	10,791,000
Increase in Capital Stock	20,000,000	25,000,000
Minority Interest in Subsidiary Company	857,656	—
Other	305,445	—
	33,061,531	55,295,082

Application of Funds

Expenditures for Plant and Equipment (Net)	20,071,196	22,460,629
Reduction in Long-term Debt	2,000,000	—
Dividends paid to Shareholders	9,506,250	7,231,250
Adjustment of prior years' income taxes	516,478	—
Deferred Credit for Taxes	331,264	—
Other	—	95,000
	32,425,188	29,786,879
Increase in Working Capital	636,343	25,508,203
Working Capital at beginning of Year	118,638,636	93,130,433
Working Capital at end of Year	\$119,274,979	\$118,638,636

The notes attached to the Financial Statements are an integral part thereof.

Notes to the Consolidated Financial Statements

31 December 1967

Note 1. Research and Development Expense

The amount for 1967 is net after deducting an amount claimed under the Industrial Research and Development Incentives Act

which included \$710,749 resulting from the acquisition and use of plant and equipment.

Note 2. Income Taxes

Tax-exempt recoveries included in Earnings are sufficient to eliminate the requirement for the Provision, and also result in a loss-carry-

forward which may be applied to future years' earnings.

Note 3. Marketable Securities

Includes shares and bonds valued at cost including accrued interest.

Market Value—1967 \$47,125
1966 \$48,313

Note 4. Inventories

Based on physical inventory taken at various dates during the year (valued at cost or market, whichever was lower, except copper in raw material and work-in-process which

was valued on a base-stock method), adjusted for operations to 31 December 1967 and 1966.

Note 5. Long-term Debt

	1967		1966	
First Mortgage Sinking Fund Bonds, Series "A" 3¼% due 2 January 1967				
Authorized and Issued	\$ 6,000,000		\$ 6,000,000	
Less: Redeemed under Sinking Fund Provisions	\$6,000,000		\$3,788,000	
Sinking Fund Instalment included in Current Liabilities due 2 January 1967	— 6,000,000		2,212,000 6,000,000	
4½% Sinking Fund Debentures due 1 November 1976				
Authorized and Issued	20,000,000		20,000,000	
Less: Redeemed under Sinking Fund Provisions	7,000,000		6,000,000	
Debentures held for Sinking Fund Instalment due 1 November 1968	360,000		—	
Sinking Fund Instalments included in Current Liabilities due 1 November 1968 and 1967	640,000 8,000,000		1,000,000 7,000,000	
	12,000,000		13,000,000	
5½% Sinking Fund Debentures 1962 Series due 15 December 1982				
Authorized and Issued	20,000,000		20,000,000	
Less: Redeemed under Sinking Fund Provisions	1,000,000		—	
Sinking Fund Instalments included in Current Liabilities due 15 December 1968 and 1967	1,000,000 2,000,000		1,000,000 1,000,000	
	18,000,000		19,000,000	
6¼% Sinking Fund Debentures 1966 Series due 15 April 1986				
Authorized and Issued	15,000,000		15,000,000	
	\$45,000,000		\$47,000,000	

Notes to the Consolidated Financial Statements

(continued)

Note 6. Accumulated Provisions

	1967	1966
Deferred Profit on Incomplete Contracts	\$1,444,000	\$1,039,000
Pensioners' Death Benefits	4,300,000	4,300,000
	\$5,744,000	\$5,339,000

Note 7. Shareholders' Equity

The Trust Agreements governing the Company's \$20,000,000—4½% Sinking Fund Debentures, \$20,000,000—5½% Sinking Fund Debentures, 1962 Series, and \$15,000,000—6¼% Sinking Fund Debentures, 1966 Series, impose a restriction on dis-

tribution to or for the account of its shareholders whereby no distribution may be made which will reduce the aggregate of the Capital and Consolidated Retained Earnings below \$37,500,000.

Note 8. Capital Stock

The Company issued a total of 200,000 shares of No Par Value Capital Stock at a price of \$100 per share during 1967.

Auditors' Report

The Shareholders,
Northern Electric Company, Limited.

We have examined the consolidated balance sheet of Northern Electric Company, Limited and its subsidiaries as at 31 December 1967 and the consolidated statements of earnings, retained earnings and source and application of funds for the year then ended. Our examination included a general review of the accounting procedures and such tests of accounting records and other supporting evidence as we considered necessary in the circumstances.

In our opinion these consolidated financial statements present fairly the financial position of the companies as at 31 December 1967 and the results of their operations and the source and application of their funds for the year then ended, in accordance with generally accepted accounting principles applied on a basis consistent with that of the preceding year.

Truche, Ross, Bailey & Smart

Chartered Accountants.

Montreal, Que.,
9 February 1968.

Seven-year Review

(Millions of Dollars)

	1967	1966	1965	1964	1963	1962	1961
Earnings and Related Data							
Total Sales	403.3	400.2	358.1	328.1	314.8	293.7	248.5
Sales of Company Manufactured Products	308.1	284.1	249.6	232.3	223.6	206.9	177.3
Income from Investments	.1	.3	.3	.8	.5	.1	.5
Depreciation on Plant and Equipment	8.6	7.9	6.4	7.4	8.0	6.8	6.3
Interest Charges	2.9	2.7	1.9	1.9	2.0	1.2	1.0
Provision for Income Taxes	—	.9	2.9	8.5	8.0	8.2	5.7
Net Earnings for the Year	2.7	9.6	8.0	10.1	8.4	8.8	5.4
Earnings per Share (Dollars)	1.85	8.63	7.86	9.97	8.30	8.70	5.32
Dividends per Share (Dollars)	6.50	6.50	6.50	5.65	5.20	4.40	4.00
Financial Position at 31 December							
Working Capital	119.3	118.6	93.1	92.5	91.1	91.2	74.4
Plant and Equipment (at cost)	185.3	167.2	146.3	132.4	120.9	112.3	100.5
Accumulated Depreciation	100.7	93.9	87.7	82.4	76.1	72.9	66.3
Capital Expenditures	20.4	23.0	15.3	12.8	9.9	13.0	10.9
Long-term Debt	45.0	47.0	36.2	37.7	39.0	40.2	21.5
Shareholders' Equity	139.0	126.1	98.5	93.7	89.3	84.2	80.5
Employment Data							
Total Employment Costs	157.1	144.0	119.1	107.2	100.1	98.4	85.9
Employees (31 December)	22,557	23,864	19,632	18,066	16,953	17,018	16,213

Products Manufactured by Northern Electric Company, Limited

Telephone Switching Systems

Automatic Telephone Exchanges
Community Dial Offices
Private Telephone Switchboards

Transmission Systems

Microwave Radio
Satellite Ground Stations
Parametric Amplifiers
Carrier, Multiplex and Telegraph Systems
Loading Coils

Telephone Sets

Residential Telephone Sets and Apparatus
Public Telephone Sets and Booths
Key Telephone Sets and Systems
Business Interphones
Telephone Apparatus

Wires and Cables

Telecommunication Wires and Cables
Power Wires and Cables

Teletypewriter Equipment and Data Sets

Microcircuitry

Manufacturing Centres

Saint John, New Brunswick
Montreal, Quebec
Montreal North, Quebec
Town of Mount Royal, Quebec
St. Laurent, Quebec
Lachine, Quebec
Ottawa, Ontario
Belleville, Ontario
Bramalea, Ontario
Toronto, Ontario
London, Ontario
Calgary, Alberta

Research and Development Laboratories

Ottawa, Ontario

Branch Laboratories

Montreal, Quebec
Lachine, Quebec
Ottawa, Ontario
Belleville, Ontario
Bramalea, Ontario
London, Ontario

Sales Offices and Warehouses

St. John's, Newfoundland
Halifax, Nova Scotia
Sydney, Nova Scotia
Saint John, New Brunswick
Moncton, New Brunswick
Chicoutimi, Quebec
Quebec, Quebec
Trois-Rivières, Quebec
Sherbrooke, Quebec
Montreal North, Quebec
Montreal, Quebec
Ottawa, Ontario
Kingston, Ontario
Toronto, Ontario
Hamilton, Ontario
Kitchener, Ontario
St. Catharines, Ontario
London, Ontario
Sarnia, Ontario
Windsor, Ontario
Kirkland Lake, Ontario
Sudbury, Ontario
Sault Ste. Marie, Ontario
Fort William, Ontario
Winnipeg, Manitoba
Regina, Saskatchewan
Saskatoon, Saskatchewan
Edmonton, Alberta
Calgary, Alberta
Vernon, British Columbia
Dawson Creek, British Columbia
Prince George, British Columbia
Kamloops, British Columbia
Vancouver, British Columbia
Victoria, British Columbia

